CSEA INTERVIEW

Gary Perkinson

September 22, 2008
THE INTERVIEWER: This is Monday, the 22nd of September 2008. We're in Washington, D.C. and we're with Gary Perkinson who had a very interesting career with CSEA.

Gary, why don't you tell us a little bit about your background and how it was that you came to work for CSEA.

MR. PERKINSON: Well, Steve, I was a veteran of the Korean Conflict and came back and went to Siena and left -- when I graduated from Siena in '59 I took a job with the Troy Record newspapers as a reporter, and then later I was hired by the Associated Press in the Albany Bureau. And as I told you earlier, my wife kept having babies and I couldn't afford them so I had to get out of the journalism business and into a real job.

And somebody at the AP Bureau had been approached by a CSEA rep to come to work there and she decided she didn't want to make the move but told me about it and I went and interviewed with Phil Kirker, the first PR director as I recall of CSEA, and he hired me as his assistant and the rest is history.

THE INTERVIEWER: What were some of the things that you did?

MR. PERKINSON: Well, when I started I was doing brochures for the county out of --
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well, the first one I ever did was for Irving
Flamingbaum of Long Island, the county --
president of the county chapter of CSEA in Nassau
County, and he wanted some brochures and so Phil
assigned me. That was my job for about three
months, writing brochures for Irv Flamingbaum, a
delightful guy by the way.

And then as Phil was getting up
there and decided to move on and I was named
director of public relations and remained there, I
believe, as I recall, I must have -- six years I
think I worked for CSEA.

THE INTERVIEWER: So this was the
early 1960s.

MR. PERKINSON: Early sixties. I
think I joined in '62, maybe '63.

THE INTERVIEWER: M-m h-m-m.

MR. PERKINSON: And I left -- when I
left there I went to work for the Teachers'
Retirement System.

THE INTERVIEWER: Okay. Can you
tell me, when you went to work for CSEA was CSEA
kind of a well-known quantity for you in the
Capital Region in particular?

MR. PERKINSON: It was getting
there. The State emp...of course, I think the
first members were State members and they were
starting to make noise like a real union would do.
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It was never foreseen in the early days as a
union, nor did they want to be as I recall. It
was an association and good association members
didn't act like union members, but they learned
later that that's what you were supposed to do.

So, yeah, it had a -- it had a good
reputation. It -- they didn't negotiate, of
course, in those days for the State employees. I
recall meeting with Nelson Rockefeller with Joe
Feeley, Joe Lochner, Jack Rice and myself, and
probably Bill Baum, the former research director,
and you would sit down and Rockefeller would treat
you like State employees were treated and you'd
get up and there'd be no commitments to anything
but then you'd go and meet with Al Marshall, who
was the budget director --

THE INTERVIEWER: Sure.

MR. PERKINSON: -- one of the
brightest men I've ever met and a tough
negotiator, but a very fair administrator.

THE INTERVIEWER: H-m-m. What
did --

MALE VOICE: (Inaudible) find a wire
real quick like.

THE INTERVIEWER: Where were the
CSEA offices at that time?

MR. PERKINSON: 8 Elk Street. It
was a build...I don't know who built the building,
but it had black, shiny material on the front of it. It was not a very imposing building. The best part of it was it was right next to The Watering Hole where most of the legislators went and most of the public employees went on Elk Street, directly across from the north entrance of the State Capitol.

THE INTERVIEWER: And what -- how many staff were there, do you remember? Was it a handful of staff or --

MR. PERKINSON: Well, when I went in -- went to work there, there were probably 20 to 25. Most of them working on the -- in the mail -- not the mailroom necessarily, but on developing mailing pieces for the -- to solicit new members and that type of thing. And Joe Lochner, of course, is -- he and I discussed this, the Executive Director, and he was -- he was a heck of an employee.

He really believed in unionization. Eventually -- I don't think he lasted until the unions came in but he treated it like a union and he expected everybody else to. He was a great leader, Joe.

THE INTERVIEWER: M-m h-m-m. Now tell me a little bit about the dynamic in those days of the role of the executive director versus the elected president of the union.
associations there was always a disagreement on who was the top boss. Joe used to say that he let the president think he was the boss because Joe was actually calling all the shots, which wasn't actually true. We had some very good presidents in those days and they understood how to work with the paid staff. I think back to Joe Feeley and Ted Wenzel -- I'm not sure if I was there for any other president, but there was a clash at times and -- but nothing ever serious while I was there.

THE INTERVIEWER: M-m h-m-m. Now the presidents were not fully-paid staff. They were just kind of there, elected by the membership and would spend some time at the association?

MR. PERKINSON: Exactly. They would not be there full time. They had generous leave time from their agencies. Joe Feeley worked for Tax & Finance, and they understood that as president of the union -- actually the State CSEA when he first came in -- that he needed time off and they gave it to him but he worked. He went to work every day in his State job, within reason, so it was a -- I mean the employees at Tax were very proud to have Joe Feeley, a fellow worker, as the statewide president of the Civil Service Employees Association.

THE INTERVIEWER: Well, tell me a
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21 little bit more about him.

MALE VOICE: I'm sorry guys. Sound

22 Department's gonna stop you again.

THE INTERVIEWER: What kind of

1 person was he? You know, how did he direct?

MR. PERKINSON: Well, Joe was a big

2 man, semi-gruff, but he tried to be gruff but he

3 was a very nice person. He was a graduate of Holy

4 Cross. Had worked for years in the Tax Department

5 and was -- learned how to be a politician and ran

6 for the presidency in the way that they did in

7 those days, very informally, and loved being the

8 president of CSEA.

9 He expanded the Field Department,

10 the Field representatives; hired a lot of local

11 guys, as we discussed earlier. Half of them, at

12 least, came out of Siena College because others

13 were already at CSEA recommending and it worked

14 very well, and Joe enjoyed it. I used to call the

15 Field reps "Feeley's Irish Mafia," so many of them

16 came out of --

17 THE INTERVIEWER: M-m h-m-m.

18 MR. PERKINSON: -- Siena and out of

19 Troy were Irish.

20 THE INTERVIEWER: True.

21 MR. PERKINSON: So it was Joe was

22 very fair to everybody. A real laid-back guy.

23 THE INTERVIEWER: And now tell me a
little bit about Ted Wenzel because my
understanding is that Ted Wenzel was like a
long-time presence of CSEA before he had -- before
he was actually elected as the president.

MR. PERKINSON: Well, he was totally
different from Joe. Ted once told me that his --
one of his first jobs was -- and I'm sure it
was -- was working on the construction of the
George Washington Bridge in New York City as a
young man fresh out of college. Very proud of
that, talking about putting the casings into the
underwater and how they did it. Ted loved that.
He was a detail man and he was much more reserved
than Joe Feeley. He was not a touchy-feely people
person.

He was a fair boss. He was -- he
loved being president. He was more autocratic, if
you will, than Joe Feeley and he treated it like
the presidency of any other entity, and he
eventually left and -- for the Teachers'
Retirement System. I'm not sure if he came to the
presidency from the Teachers' Retirement System or
from the Education Department, but that was his
thing, education, and he was up there as the
assistant executive director of the Teachers'
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Retirement System and kept his hand in CSEA and then I think he lost the presidency, or his run to be re-elected as I recall --

THE INTERVIEWER: In the mid-seventies.

MR. PERKINSON: In the mid-seventies, right. And that bothered him a lot, I know that but, you know, he was a good president. He expanded the membership rolls like he was supposed to do.

THE INTERVIEWER: Tell me a little bit about the dynamics of the organization. I mean there was -- obviously it was a membership-driven organization. What kind of -- I mean I assume there was kind of like an annual meeting, because we're having our 90th -- 98th --

MR. PERKINSON: Yes, there sure was.

THE INTERVIEWER: -- annual delegates meeting.

MR. PERKINSON: Right.

THE INTERVIEWER: Was that the main event of the year or was there --

MR. PERKINSON: Oh, Lord, yes.

THE INTERVIEWER: -- events throughout the year?

MR. PERKINSON: Yeah, but there were meetings, events, especially as the local government side of CSEA began to expand, and when
people like Irving Flamingbaum from Nassau County and the rest of the county people, strong leaders, and they wanted to be treated just like the members of the board who were State employees. People like Sol Bendet for the insurance company, one of the toughest leaders anybody ever met, and he was -- he demanded that they be treated the same as the Albany employees of the State and of the Association. He used to think that Joe Feeley was loading up a little bit too much on locals, but Sol was a great member of the board and he was smart and he was tough. He did a lot for CSEA.

THE INTERVIEWER: And the board would meet regularly and established the policy direction?

MR. PERKINSON: Oh, absolutely, and they would fight with Joe Lochner, as you and I discussed, was really the -- he was the second official executive secretary or whatever we called it at the time, after a gentleman, Earl Kelly, who was the head of the Classification Department of whatever State agency that was done for State employees, and as you and I discussed, Joe succeeded Earl after a tug-of-war between the two of 'em who was gonna be the paid -- the lead paid staff guy. Joe Lochner won that battle.

THE INTERVIEWER: Tell us that story. Was, as you've heard it --
MR. PERKINSON: I heard it directly from Joe Lochner. Earl -- Joe was in the -- the both of them had been in the Army during World War II. Joe got out earlier than Earl did and Joe had worked for CSEA before he went in as an -- and Earl had seen himself as the executive director. Whether or not he was, in fact, was apparently a debate among several people.

But he came back and Joe was in his off...the executive director's office, and Earl came back and the evening he was first there he moved Joe -- Joe's stuff out and Earl sat at the executive director's desk, daring Joe in a way to say something and Joe didn't say a word. He just came back that next night himself and moved everything of Joe's out and upstairs and sat there and Earl walked in and looked at him, shrugged his shoulders and walked away and that's how Joe became the executive director of CSEA and he was a great executive director. Tough as nails and brooked no interference from anybody, but treated the employees very well.

THE INTERVIEWER: Okay. Now there was another power center in the organization at that time, too, that we haven't talked about yet and that would be the General Counsel, so to speak, the --

MR. PERKINSON: Exactly.
THE INTERVIEWER: -- the attorney representing -- and that seems to have been almost a direct line of succession --

MR. PERKINSON: It was, very definitely.

THE INTERVIEWER: -- to the law firm of DeGraff Foy.

MR. PERKINSON: DeGraff, Foy, Conway & Holt-Harris. And I'm sure John DeGraff was the original Of Counsel to CSEA, assigned from the law firm, and he was succeeded by -- I mean George Foy had a lot to do with it. George Foy was the -- if not officially, he was the lead counsel for DeGraff, Foy, a very tough guy, and did all the negotiating with the Legislature for CSEA when -- and then Harry Albright, Jr., whose father was president of a leading Albany bank, was assigned to succeed John DeGraff as the formal Counsel.

And Harry was a totally different -- Harry worked behind the scenes. He -- a very quiet, self-effacing, got the job done very well, and then he broke in Jack Rice, John Carter Rice, as the Counsel and Jack was a totally different personality, who did a wonderful job. He led the negotiations with George Foy and the CSEA and its members did wonderfully, in my opinion, when they were running it and it -- I had left by the time Jack Rice stepped down and I don't know who
succeeded Jack but, yeah, that law firm was very instrumental.

Harry Albright -- as a matter of fact, he left to become Superintendent of Banking under Nelson Rockefeller, so that was a -- that's the kind of influence the CSEA had.

THE INTERVIEWER: People talk a lot about the political strength that the organization had back in those days in kind of an informal way. For example, they didn't do actual endorsements of candidates --

MR. PERKINSON: No.

THE INTERVIEWER: -- but there was a lot of involvement in the political process. What do you remember about how all of that worked?

MR. PERKINSON: Well, just as you said, there was a lot of back-room stuff going on and the candidates -- not local candidates, statewide candidates -- would play up, if you will, to our elected officers. Joe Feeley loved politics and a lot of candidates understood that Joe liked it and they played to that part of Joe in the best possible way. I'm not suggesting that anything other than a politician getting an influential member of the community and his group, whatever it was, and that's what they did. They would come after our officers, the statewide candidates, and they'd meet with certain ones and
ask for, if not an endorsement because we didn't endorse in those days, I assume they still don't, at least some background pressure, and it worked

and a lot of people got a lot of votes out of CSEA because -- and it was tit for tat. We support you; we hope you support us.

THE INTERVIEWER: And there was, of course, always every year legislation that would be advanced --

MR. PERKINSON: Oh --

THE INTERVIEWER: -- for the most part addressing the terms and conditions of employment through the legislative process or through Civil Service reform and I would assume that the Board had a very direct role in helping to move a lot of that along.

MR. PERKINSON: Oh, no doubt about it. As we discussed, particularly you take Nelson Rockefeller. He would not negotiate. You didn't negotiate for your salaries on the State level in those days. They had no part of that, but he would meet with the leadership of CSEA and he would play up to everybody and then escort you out.

And Al Marshall, one of -- his budget director and a very, very bright, tough, amiable guy, he was the contact in those days, and
they would negotiate with Al and it wasn't a formal negotiation. We'd sit down with the budget director and his staff and try to work out particulars and obviously the salaries and the fringe benefits, and then on the State -- on the local level we'd meet with the top people in the big -- particularly the big agencies.

I mean we had -- of course we had officers from the Motor Vehicle Department, Taxation & Finance and all the name agencies, and we would go in and meet with them on employee matters. Of course, they were employees too, so they didn't mind that too much.

(Laughter.)

THE INTERVIEWER: One of the things that I think is almost a, you know, misunderstood part of CSEA's history is how important the organization's insurance program was in the growth of the organization in terms of signing up new members and the offers for the insurance and the savings that you would get that usually offset the cost of the dues.

What do you remember about how that program worked?

MR. PERKINSON: Well, it worked just
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about as you say. There was a -- I thought it was
a good benefit. They had a lot to say within CSEA
because they were taking a lot of money out of the
employees to pay for the insurance benefits, and
it's -- again it was you rub my back, I'll rub
your back, in the best sense of that, and it's --
I belong to the American Legion and I kid with my
wife all the time: Is this an insurance company
that I belong to or is this -- is this somebody
who represents veterans?

It's a big part of any organization
and it pays the way and they sell it and we sold
it that the more the insurance benefit permeates
the membership, the less the members are gonna
have to pay in dues or in other costs. And again,
that's common sense, but they had good programs in
those days, as far as I was concerned.

THE INTERVIEWER: Now, tell me a
little more about the communication operation
because I know that there was a relationship back
at that time with the Civil Service Leader and
that that was the official publication. How did
that relationship work and how effective was that
vehicle for communicating with the membership?

MR. PERKINSON: Well, it depends on
who you talk to how effective it was. It predated
me and it was a -- I almost said an incestuous
relationship, but I shouldn't use that term. It
was a close relationship that had been sold to the
original -- some of the original officers of CSEA
and it wasn't really, in my opinion, a good deal
because we paid too much for it and got too little
back. It was not only every member got the Civil
Service Leader and -- but it was also sold to
other membership groups in the New York City area
in particular, and a lot of the ad revenue went to
the New York City part -- or to the owner of the
Civil Service Leader, and I don't even know when
they ended the relationship. It was after I left,
but there was -- there were a lot of things
brewing then and a lot of members Upstate didn't
think that it was worth what everybody was paying,
quite frankly.

THE INTERVIEWER: M-m h-m-m. It was
actually 1978 when they ended --
MR. PERKINSON: Oh, it was that
late.

THE INTERVIEWER: -- and we began
publishing our own --

MR. PERKINSON: Yeah.

THE INTERVIEWER: -- publication,
but how did it actually work. Did they -- would
they send out reporters to cover the stories or
did they have people assigned to it?

MR. PERKINSON: Oh, no. There were
no reporters, so to speak. There was an editor.
His name was Paul and, quite frankly, I can't remember his last name; a very nice guy and a good salesman, good PR person, and he would wine and dine as much as he could the leadership of the CSEA, including the public relations director, and he would do 95 percent of all their reporting that was done and he would get material from us in the Public Relations Office and we would inundate him with material that we wanted in.

We would not always necessarily get it because they had a bigger, more influential group of New York City employees who were always also in the same editions that went out. They would -- as I recall, they changed the front page for the Upstate State employee editions, and everybody got a copy of the Civil Service Leader as I believe every Thursday. But then people from out -- from the membership complained bitterly that it wasn't worth what we were payin' and we were payin' a lot.

Jerry Finklestein was the publisher and you never saw Jerry 'cause he had a lot of things going in New York City, a lot. I mean he was an entrepreneur of the -- like the highest kind, but Paul, whose last name escapes me, he did everything. He was the business person, he was the cameraman, he was the reporter. They didn't have a big staff. They got paid like they had a
big staff, but they had about two people as I recall.

THE INTERVIEWER: M-m-h-m-m. What were some of the other vehicles that you had for communicating with the members directly?

MR. PERKINSON: Well, it was mainly newsletters and speechifying, if you will, out in the -- I mean I spent a lot of time around this state of New York speaking to chambers of commerce and other local groups. I went every place and it would pay off because I also was part of the lobbying operation for CSEA and, as you know, I'm sure, you meet these people, these politicians back on their home ground and then when they see you in Albany they kind of think that you're from back home, or at least they met you back home.

And it was a -- and we would meet with local newspapers. Their people would get us introductions and we used -- at that time I think we had 2000 small members in Upstate New York, clothing stores and drugstores and things like that, and then we had the State employees. These were -- I'm talking county employees for the small members Upstate, and they knew everybody.

THE INTERVIEWER: M-m-h-m-m.

MR. PERKINSON: And you'd go out and they'd arrange for you to speak to the Chamber of Commerce and they'd have their Legislative
representatives there and it -- I and two of the people who worked for me spent a lot of our time just goin' around the state speakin' to groups along with legislators and it was -- and it worked. It was a really good way to meet your people who determined your future.

THE INTERVIEWER: M-m h-m-m. One of the things as I've looked through the history of CSEA and looked through the newspapers and the different materials, it seems like very early on there was a real public relations mindset, kind of an understanding that a lot of the organization's ability to leverage action dealt with trying to move public opinion and have greater understanding about what our interests were really all about.

Where did that come from?

MR. PERKINSON: Well, I think it came, number one, from a recognition that we in some instances weren't doing too well for our members and that we had to get out and we had to reach out to the publics that work on influence and I spent all my time, most of my time, trying to get our members to get involved locally with the politicians in our area and with the administrators and the press in their area, and a lot of our members did a great job. They were naturals. It was their life, and particularly on the local level.
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On the State level is the Albany people and the people like Joe Feeley who were wonderful because they were articulate and they believed in what they were doing and they were good public employees and they spent a lot of time meeting with not only the statewide reps in Albany but the local people because that was -- Mayor Erastus Corning, the man with the longest tenure of any mayor in the history of big cities or large cities in the United States, was a personal friend of Joe Feeley's and they'd have lunch many days in the Fort Orange Club and, I tell ya, CSEA could get practically anything within reason they needed or wanted in the city level because of relationships like that.

THE INTERVIEWER: H-m-m. You must have been at CSEA during the time when they were starting to move towards the Taylor Law and full collective bargaining rights.

MR. PERKINSON: I certainly was.

THE INTERVIEWER: What do you remember about those times and the movement in that direction?

MR. PERKINSON: Well, only that the time had come where that relationship had to be formalized. You couldn't keep -- continue to meet with your hand out, so to speak, and that's how it
was, and a lot of the leaders so-called on the
State side, for example, would treat you like, you
know, here they come in with their hand out.
We'll give them something and then that's
exactly -- that's why you needed -- most of us
came on to the Taylor Law and other advances in
formal collective bargaining long before some of
the members did. I mean we just -- you just
couldn't continue the way we were going and it was
a lot of infighting in that.

A lot of people wanted that. Oh, they liked that old relationship. Gee, the
Governor knows my first name. Well, that didn't
mean anything. It didn't get you any fringe
benefits or any salary increases, so I think --
Joe Lochner, very strong on going for a formal
type relationship, but State employees and county
and county groups, and I think the paid staff was
there before the membership was.

THE INTERVIEWER: Um, there was --
certainly CSEA was an independent organization at
that time. It was not part of the AFL-CIO. Do
you remember anything about the relationship with
the AFL-CIO unions?

MR. PERKINSON: There wasn't much of
a relationship. I mean there were no meetings
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between the two. There was -- who was the first
AFSCME, the tough AFSCME --

THE INTERVIEWER: Jerry Wirth.

MR. PERKINSON: Jerry Wirth held
tremendous influence for public employees, I mean
a tough, smart, intellectual. I don't know if you
know him, if you ever met him. He was what I
always thought was the prototype for the head of
the union, head of a big union like ours. But
they -- there was never any big move to bring the
two groups together. Certainly our -- the AFC --
the CSEA wasn't ready to join something like the
AFSC -- or ASC --

THE INTERVIEWER: AFSCME.

MR. PERKINSON: -- AFSCME. Because
they were, you know, they had a wonderful
relation...life. They were treated like
celebrities by the State -- head of State
Departments, other politicians, and they thrived
on that. Not that they weren't -- they were good
negotiators but they loved the attention they got.
AFSCME on the other hand wanted -- they wanted

formal relations with whoever they were
negotiating with and they wanted to do it the way
a union did it and they were bumping their heads
for the years I was there about whether or not
these two groups could ever get together.

THE INTERVIEWER: H-m-m. Certainly,
especially in the early years, CSEA was a very male-dominated organization. Do you -- what do you remember about the role of women at that time and how was that changing?

MR. PERKINSON: Well, you're right. It was male-dominated, but then women started to get elected, as I recall, out in -- well, certainly in the State agencies, within the agencies themselves. The CSEA played a big role, a big social role, if not necessarily in a business role, but a big social role, and we had -- we always had three, four, five women, maybe two, three or four women on the board, but certainly it was dominated by males, no doubt about that.

THE INTERVIEWER: You know, I don't know whether you have any recollection of this at all, but there was one woman in the history of CSEA, Beulah Bailey Thol (phonetic) in the 1930s. Do you remember her being around at all --

MR. PERKINSON: No, I wasn't --

THE INTERVIEWER: -- in the sixties?

MR. PERKINSON: I was just a child then.

(Laughter.)

MR. PERKINSON: No, I remember hearing about her, yeah. I'm a little older than you guys but I'm not that old.
THE INTERVIEWER: Because there's a story that she apparently was at the cornerstone laying when they were building 33 Elk. I was curious if you had ever met her, you know, an event like that.

MR. PERKINSON: No, I heard about her all the time but I don't think I ever met her, but she was certainly a famous person in the movement, if you will, but Joe Lochner'd never let her in the door because she would have taken his job.

THE INTERVIEWER: M-m h-m-m. Tell me a little bit more about the dynamic among the staff. What was the, you know, the interaction between folks and were they mostly based out of Albany?

MR. PERKINSON: Mostly based out of Albany because we didn't have that big a staff. You know, we had the director of research, director of public relations, the executive director, the assistant executive director, one Henry Galpin, who may not have been there when you were there, and then we had assigned counsel from DeGraff, Conway & Holt-Harris, so it was a small group of people trying to run them and, I tell you, Joe Lochner brooked no interference. You were a top-notch executive as long as you agreed with Joe. The moment you didn't, then you had a
problem.

I mean Joe was tough. He -- but he was fair and he let you do your own thing. I mean nobody -- he never interfered in the public relations side of it, but he'd insist on seeing news releases, for example, because he was responsible for it, for that kind of thing, but there was just a small group, and people like Joe Feeley deferred to that small group for the minutiae, for the detail stuff.

Everybody got along pretty well. I don't remember any clashes while I was there, any major clashes. As long as you did what Joe said, then he cut you a lot of room. No, he was a tough boss.

THE INTERVIEWER: CSEA is closing in on its hundredth anniversary. I mean you certainly were there for a portion of the time and had a chance to see the organization from a distance in subsequent years.

Why do you think this organization has been able to survive that long?

MR. PERKINSON: Because it's been well-run and because they knew what they wanted. In the early days they really didn't know how to get there, so they invented a way to get there and they knew that they were dealing with politicians on behalf of employees who didn't get much in the
early days.
I mean retirement was the big thing.
Other things, the benefits came along. Salaries always lagged, but then they began to understand.
If they couldn't have formal negotiations, they were gonna have informal and they were gonna get this done and they did.

So I think in the early days, the people who were there in the early days, made the organization what it is today.

THE INTERVIEWER: M-m h-m-m.

Anything that I haven't touched on that you think is particularly important, looking back? Anything coming back?

MR. PERKINSON: Well, not that I can think of. You know, a couple of --

THE INTERVIEWER: Yeah.

MR. PERKINSON: -- thinking I was there a hundred years ago.

THE INTERVIEWER: You started to say that there were a couple of things that --

MR. PERKINSON: No, I was kidding about what you said about how long ago I was there and how old I am today.

No, I loved working there, but I made a career decision to move on and move on I did, and actually went to work with Ted Wenzel at the Teachers' Retirement System.
MR. PERKINSON: And was a member of CSEA.

THE INTERVIEWER: Very interesting.

Any other personalities that we didn't touch on that you know, real characters?

Obviously we've been populated by characters over the decades. Is there anybody else that comes to mind?

MR. PERKINSON: No, you know, not offhand. Irv Flamingbaum was a great character out of Nassau County, and Sol Bendet of the State Insurance Department in New York City. Tough, tough guy. Good guy, fair guy. And then the Lochners of this world and the Feeleys and Ted Wenzel in his way. All characters in the best sense.

THE INTERVIEWER: M-m h-m-m.

MR. PERKINSON: You had to be, to run an outfit that big and still keep your job.

THE INTERVIEWER: All right. That's great.

MALE VOICE: And we're stopped.

(Conclusion of interview of Gary Perkinson.)